

## Memorandum

To: School and College Deans  
 From: Jayanth Banavar, Provost and Senior Vice President  
 Re: School and college expenditure reduction targets  
 Date: March 29, 2019

As you know, President Schill has called for an \$11.6 million institution-wide reduction in expenditures in response to enrollment and other issues affecting the University of Oregon's revenue. The provost's portfolio (including the schools and colleges, the Division of Global Engagement, Undergraduate Education and Student Success, the university's museums, the Office of the Provost itself, and several other smaller units) must find \$8.9 million in reductions. The president and the provost have directed that four areas be protected to the extent possible from reductions: the core research and teaching missions of the university, student success initiatives, career instructional faculty, and revenue-generating activities. In keeping with this mandate, we have committed to differentially reducing expenditures so that there is an overall reduction of more than 6% in administrative provost units and less than 2% in the schools and colleges, collectively.

Tenure track faculty and graduate employees are funded centrally. The provost has decided to reduce anticipated tenure track hires in fiscal year 2019-2020 (FY20) by an amount that should result in an overall reduction of \$1.8 million. Similarly, new graduate employee commitments will be reduced by \$1 million. We will continue to honor all current funding commitments to graduate students, so current students will not be affected by the reduction. Another \$3.5-4.0 million will be reduced across the provost's administrative and operational units (out of \$65 million). Of the remaining reductions, \$2.5-2.9 million will be distributed across the schools and colleges (out of \$282 million). In order to determine the distribution, we examined the operating budgets (excluding tenure track faculty and graduate employees) in each school and college, and focused specifically on administrative budgets and discretionary spending in relation to university averages. Using this information, we have set unit specific targets as follows:

	Expenditure Reduction
Knight Campus	\$4,000
College of Design	\$199,000
College of Arts and Sciences	\$627,000
Clark Honors College *	\$153,000
Lundquist College of Business	\$354,000
College of Education	\$253,000
School of Journalism and Communications	\$350,000
School of Law *	\$591,000
School of Music and Dance **	\$300,000
<b>Total</b>	<b>\$2,831,000</b>

\*Due to changing business models and market uncertainties, exact reductions in the Clark Honors College and the School of Law are still under consideration, but will be no larger than listed here.

\*\*The reduction in the School of Music includes a reduction in the Bach Festival.